

Office of Personnel Management

Section 1: Highlights of Agency E-Government Activities

A. Enhanced Delivery of Information and Services to the Public - Sec. 202(g)

Section 202(g) of the E-Gov Act requires agencies to provide information on how electronic Government is used to improve performance in delivering programs to constituencies. In no more than 250 words, describe one IT agency activity or initiative that enhances the delivery of information and services to the public and others, or makes improvements in government operations. This example should highlight how electronic government improved the effectiveness, efficiency, and quality of services provided by your agency.

We will change the USAJOBS website over time to build a USAJOBS that: (1) clearly guides applicants to the information they need to make confident job search and application decisions, (2) provides a thoughtfully crafted, personalized experience that a user can trust, and (3) serves as the most trusted resource for federal hiring information. In FY 2015, we conducted extensive user research utilizing the human-centered design methodology to capture user needs and expectations. Once the data was synthesized, the program office was able to identify 10 initiatives to transform the applicant experience. Over the next 18-24 months, USAJOBS will achieve the stated objectives with the intent to attract talent to federal service and increase the quality of applicants applying to job announcements. Along with transforming the applicant experience, USAJOBS continues to deliver agency recruitment tools through its Agency Talent Portal. The resume mining pilot continued in FY 2015, expanding the pilot user base from 50 to over 300 users. USAJOBS delivered three new dashboards: (1) Candidate Demographics, (2) Job Opportunity Announcement (JOA) Analytics, and (3) Executive Summary Operational Metrics. These data visualizations assist agencies in identifying where the talent is located and how talent interacts with the job announcements, as well as in measuring recruitment effectiveness.

B. Public Access to Electronic Information - Sec. 207(f)(1)(B)

Section 207(f)(1)(B) of the E-Gov Act requires that agency websites assist public users to navigate agency websites, including the speed of retrieval of search results and the relevance of the results. Provide the updated URL(s) that contains your agency's customer service goals and describes activities that assist public users in providing improved access to agency websites and information, aid in the speed of retrieval and relevance of search results, and uses innovative technologies to improve customer service at lower costs. For example, include the URL to your agency's Customer Service Plan.

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov/about-us/budget-performance/strategic-plans/2014-2018-strategic-plan.pdf	Strategic Plan FY2014-FY2018
http://www.opm.gov/about-us/budget-performance/goals-priorities?url=Strategic-Goals	Strategic Plan goals. Goal 2 is "Provide accurate, responsive, and timely (ART) service that addresses

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov	the diverse needs of our customers" With respect to the speed of retrieval and relevance of search results, OPM IT investments have recently made a transition to the GSA provided DigitalGov search solution for public search results on www.opm.gov. This approach to search indexing provides t

Section 2: Compliance with Goals and Provisions of the E-Gov Act

A. Performance Integration - Sec. 202(b)

The E-Gov Act requires agencies to develop performance metrics that demonstrate how electronic government supports agency objectives, strategic goals, and statutory mandates. In no more than 250 words, describe what performance metrics are used and tracked for IT investments and how these metrics support agency strategic goals and statutory mandates. Please discuss performance metrics that focus on customer service, agency productivity, innovative technology adoption and best practices. If applicable, include a description of your agency's evaluation model and how it is used. Provide applicable URL(s) for performance goals related to IT.

OPM IT analyzes and establishes their performance metrics for IT investments. OPM uses the performance metrics to ensure excellent customer service, maximize business value of IT, and find ways to manage the programs more efficiently. Performance metrics are reported monthly, quarterly, and semi-annually on the Federal IT Dashboard demonstrating the "business value" of the investments to the taxpayer beyond just successful project cost or schedule management. These metrics are analyzed and reported to the CIO bi-weekly, to the Investment Review Board (IRB) at scheduled meetings, and in Chief of Staff meetings as to progress of whether the metrics are met or not and any corrective actions to follow if necessary. Multiple statutory mandates and OPM strategic goals drive the metrics. For instance, the OPM strategic goals "provide timely, accurate, and responsive service that addresses the diverse needs of our customers" and "manage information technology systems efficiently and effectively in support of OPM's mission" are evident in the following performance metric examples: Consolidated Business Information System: resolution of help desk tickets/incidents, percentage of time taken to resolve incidents by criticality. Number of incidents solved within the acceptable timeframe/total number of incidents*100 (reported on monthly). EHRI eOPF: web-based customer satisfaction survey to HR Specialists and employees using eOPF. Percentage of respondents that are satisfied or extremely satisfied (reported on quarterly). USA Staffing: customer satisfaction and organizational effectiveness, i.e., percentage of customers confirming USA Staffing services contribute to improved organizational effectiveness (reported on semi-annually).

B. Accessibility - Sec. 202(c) and (d)

The E-Gov Act requires agencies to consider the impact of implementing policies on persons without access to the internet, and ensure accessibility to people with disabilities. Provide the URL(s) for your agency's website which describes actions taken by your agency in accordance with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d).

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov/information-management/accessibility/	

C. Government-Public Collaboration - Sec. 202(e)

The E-Gov Act requires agencies to sponsor activities that use information technology to engage the public in the development and implementation of policies and programs. In no more than 250 words, describe one example of how your agency utilized technology to initiate government-public collaboration in the development and implementation of policies and programs.

USAJOBS partnered with the Innovation Lab at OPM to use a human-centered design approach to re-imagine the user experience on the website. In the fall of FY 2015, the integrated design team began to collect meaningful data from job seekers, hiring managers, human resources (HR) specialists, and agency Chief Human Capital Officers (CHCOs) through a series of qualitative interviews, behavioral observations, and analogous empathy experiences. This phase of the project was based on anthropological research techniques to build in-depth understanding of the problem context. USAJOBS uncovered deeply seated emotional needs people have when applying for a job with the Federal Government or hiring people into the government. The design team synthesized the data to uncover the interaction in the data and pull out embedded insights used to generate Design Pillars that serve as the foundation for ideation and prototyping. In May, the ideation phase of the Lab's Human-Centered Design process engaged the team's creative nature to reimagine not only what is possible in people's interaction with USAJOBS, but also what is possible in the end-to-end hiring process. Using multiple tools, this phase of highly divergent thinking allowed the team to rapidly develop ideas that address users' needs. As USAJOBS proceeds to implement the initiatives derived from the research, the public and agency stakeholders will be engaged through usability testing to ensure the designs meet users' needs

D. Credentialing - Sec. 203

The E-Gov Act seeks to achieve interoperable implementation of electronic signatures for appropriately secure electronic transactions with Government. In no more than 250 words, describe current activities your agency is undertaking to achieve the interoperable implementation of electronic credential authentication for transactions within the Federal Government and/or with the public (e.g. agency implementation of HSPD-12 and/or digital signatures).


In FY 2015, we implemented an identity management tool that allows OPM the ability to record, monitor, and limit the activity of privileged users throughout the environment. In addition, two-factor authentication (PIV Required) was implemented for all users within the agency, improving access security.

E. USA.gov activities - Sec. 204 and Sec. 207(f)

In accordance with Section 204 of the E-Gov Act, www.USA.gov serves as an integrated internet-based system for providing the public with access to government information and services. In accordance with Section 207(f)(3), provide the URL(s) your agency's activities on www.USA.gov.

Public Facing Agency URL(s)	Brief Explanation (if necessary)
https://business.usa.gov/program/doing-business-office-personnel-management-opm	Doing Business with OPM

Public Facing Agency URL(s)	Brief Explanation (if necessary)
https://gobierno.usa.gov/agencias-federales/o	O A-Z Index of U.S. Government Departments and Agencies ...: Spanish
 https://jobcenter.usa.gov/resources-for-veterans	Resources for Veterans (contains direct link to Feds Hire Vets, http://www.fedshirevets)
https://www.usa.gov/benefits-for-federal-employees	Find a Federal Government Job, Civil Service Exam; Pay and Benefits for Federal Employees, Civil Service Retirement; Pay Tables
https://www.usa.gov/contact-by-topic	Benefits
https://www.usa.gov/federal-agencies/federal-executive-boards	Federal Executive Boards
https://www.usa.gov/federal-agencies/chief-human-capital-officers-council	Chief Human Capital Officers Council
https://www.usa.gov/federal-agencies/o	A-Z Index of U.S. Government Departments and Agencies
 https://www.usa.gov/federal-agencies/office-of-personnel-management-opm	Office of Personnel Management
https://www.usa.gov/federal-employees	Common Issues for U.S. Government Employees
https://www.usa.gov/find-a-job	Find a Job: Work from home, Employment and Job Training for Veterans, Employment Assistance for People with Disabilities
https://www.usa.gov/government-jobs	Find a Federal Government Job: Federal Government Employment, Government Internships, Security Clearance, USAJOBS
https://www.usa.gov/jobs-and-unemployment	Retirement, USAJOBS
https://www.usa.gov/job-search	USAJOBS
https://www.usa.gov/military-pay	Military Pay and Pensions
https://www.usa.gov/records-for-federal-employees	Federal Personnel Records and Employment Verification (OPM isn't mentioned, but the records belong to OPM)
https://www.usa.gov/retirement	Retirement
https://www.usa.gov/statistics	Data and Statistics about the United States

Public Facing Agency URL(s)	Brief Explanation (if necessary)
 https://www.usa.gov/Topics/Reference-Shelf/forms.shtml?dld=6222	Find Government Forms

F. eRulemaking - Sec. 206

The E-Gov Act seeks to assist the public, including the regulated community, in electronically submitting information to agencies under Federal requirements, by reducing the burden of duplicate collection and ensuring the accuracy of submitted information. In no more than 250 words, provide a description of your agency's use of online electronic regulatory submission capabilities, specifically the usage of www.Regulations.gov and the Federal Docket Management System (FDMS).

Since December 6, 2006, OPM has used Regulations.gov and the Federal Docket Management System (FDMS) as its online regulatory system. All OPM regulations and notices appear in Regulations.gov. In FY 2015, OPM posted 19 final rules, 21 proposed rules, and 79 notices on Regulations.gov. Overall, OPM has posted 381 rules and proposed rules and 793 Federal Register notices in Regulations.gov. OPM also uses the FDMS system to receive public comments on every rule that is published and open for comment. We make sure that the regulations.gov link is always included in each published rule, and that no rule is published without a solicitation for online comments. It is our primary way of receiving comments from the public. OPM's participation in the eRulemaking Program enabled the agency to fulfill the E-Government Act of 2002 requirement to make available a publicly accessible website containing electronic dockets for regulations. In addition, participation in the eRulemaking Program allows OPM to comply with Executive Order 13563 - Improving Regulation and Regulatory Review and Executive Order 13609 - Promoting International Regulatory Cooperation, the Open Government Partnership National Action Plan, and the Presidential Memorandum - Managing Government Records.

G. National Archives Records Administration (NARA) Recordkeeping - Sec. 207(d-e)

The E-Gov Act requires agencies to adopt policies and procedures to ensure that chapters 21, 25, 27, 29, and 31 of title 44, United States Code, are applied effectively and comprehensively to Government information on the Internet and to other electronic records. In no more than 250 words, describe your agency's adherence to NARA recordkeeping policies and procedures for electronic information online and other electronic records. Additionally, please indicate the number of electronic records that have been scheduled with NARA and any pending scheduling for electronic systems at your agency.

The Records Management Program was reorganized to the Information Management Division of the Office of the Chief Information Officer in the spring of 2015. As part of that reorganization effort, renewed emphasis was placed on the modernization of the current Records Management Program. As a result, all records management policies and procedures are being reviewed and updated to ensure that the records management guidance is in compliance with the November 2014 amendments to the Federal Records Act, the Directives from OMB, and the guidance provided by NARA. The records management policies and procedures are being developed to address records management as media-neutral, to the extent possible (e.g. records

management roles and responsibilities policy will address requirements in a media-neutral way, while electronic messaging policy is focused simply on messages sent or received in an electronic format). The OPM Records Schedule is going through a similar modernization. The current OPM Records Schedule is being updated to support a media-neutral records environment. This is of critical importance to the success of OPM's recordkeeping, as the majority of the records that support our mission are records with a long-term temporary retention. This means that both paper and electronic records created in support of the same mission function may need to be retained in tandem. Due to the nature of OPM's mission-critical records, we will only schedule records in a media-neutral format, unless it is not feasible to do so. Our publically accessible OPM Records Management Program documentation is available online at <http://www.opm.gov/RecordsManagement/policies/index.asp>.

H. Freedom of Information Act (FOIA) - Sec. 207(f)(A)(ii)

The E-Gov Act requires agency websites to include direct links to information made available to the public under the Freedom of Information Act. Provide the updated URL for your agency's primary FOIA website.

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov/information-management/freedom-of-information-act/	Information on how to file a FOIA request, obtain background investigation, file an appeal and contact information

I. Information Resources Management (IRM) Strategic Plan - Sec. 207(f)(A)(iv)

The E-Gov Act requires agency websites to include the strategic plan of the agency developed under section 306 of title 5, US Code. Provide the updated URL to your agency's IRM Strategic Plan. This plan should encompass activities in FY14. If your agency does not have an updated plan, please provide the URL to the most recent plan and indicate when an updated plan will be available.

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov/strategicplan/index.aspx	OPM Budget & Performance page that provides a link to the Strategic IT Plan

J. Research and Development (R&D) - Sec. 207(g)

If your agency funds R&D activities, provide the updated URL(s) for publicly accessible information related to those activities, and specify whether or not each website provides the public information about Federally funded R&D activities and/or the results of the Federal research.

No Data Available

K. Privacy Policy and Privacy Impact Assessments - Sec. 208(b)

The E-Gov Act requires agencies to conduct a privacy impact assessment; ensure the review of the privacy impact assessment by the Chief Information Officer, or equivalent official, as determined by the head of the agency; and if practicable, after completion of the review under clause, make the privacy impact assessment publicly available through the website of the agency, publication in the Federal Register, or other means. In no more than 250 words, describe your agency's adherence to this provision, including adherence to OMB's guidance pertaining to the use of IT to collect, maintain, or disseminate identifiable information, or when new systems are procured for this purpose. In addition, describe your agency's process for performing and updating privacy impact assessments for IT.

OPM has developed policy guidance that supports compliance with the E-Gov Act, and the supporting guidance issued by OMB, related to Privacy Impact Assessment (PIA) documentation. We have implemented a PIA Template to ensure consistent documentation of all the systems that support the activities of the agency that contain personally identifiable information (PII). This PIA template requires detailed documentation on the purpose of the system, the PII within the system, privacy risks and safeguards, records and information management information, justification for the collection, and mitigation controls. The PIA Template also requires the concurrence of the System's Executive Sponsor, the Chief Information Security Officer, the Information Technology Program Manager, and the Chief Information Officer. Additionally, both current PIAs and SORNs are required for our IT infrastructure improvement project. As part of this effort, system owners must validate the accuracy of the related PIA and SORN in their In Process Review Documentation. New systems must also go through this process. This ensures that all systems that contain PII meet OPM's compliance standards and have appropriately documented PIAs and SORNs. The OPM IT Security & Privacy Handbook includes the OPM Privacy Policy and is available only on the internal OPM network for security reasons

K2. Privacy Policy and Privacy Impact Assessment Links - Sec. 208(b)

In addition to the narrative provided above in section K., provide the updated URL(s) for your agency's privacy policy and the website where your agency's privacy impact assessments are available.

Public Facing Agency URL(s)	Brief Explanation (if necessary)
http://www.opm.gov/information-management/privacy-policy/privacy-references/piaguide.pdf	OPM Privacy Impact Assessment (PIA) Guide
http://www.opm.gov/information-management/privacy-policy/#url=Privacy-Impact-Assessments	OPM Privacy Impact Assessments

L. Governmentwide IT Workforce and Training Policies û Sec. 209(b)(1) and (b)(3)

Over the past three years, we have collaborated and coordinated with our stakeholders to more accurately get hard data on the current Federal Cybersecurity workforce. OPM now has a Government-wide Cybersecurity data standard that aligns to the National Initiative for Cybersecurity Education (NICE) Framework. We required agencies to code their workforces with the new data standard to identify those positions with significant Cybersecurity work

functions and to report the codes into the Enterprise Human Resource Information (EHRI) system. We monitored the retooling of the EHRI shared service providers' systems to allow for collection of the agencies' reported Cybersecurity data. We significantly increased our awareness and education outreach efforts to ensure the Chief Human Capital Officer (CHCO) agencies were coding the positions as mandated by OPM. As a result, we now have the first snapshot of the state of the current Federal Cybersecurity workforce in an EHRI dataset. We continue to collaborate with our stakeholders to ensure the dataset is accurate before we advance to the next phase of using the data for workforce planning purposes. In 2015, OPM began supporting the Comprehensive National Cybersecurity Initiative to provide Cybersecurity training through its USALearning website. USALearning implemented the Cybersecurity Virtual Training Environment training delivery and reporting site on behalf of the Department of Homeland Security for all of Department of Defense, civilian Federal employees, key universities, contractors, Indian tribes, and state and local governments. The program is delivering online training in key areas, including Cyber Risk Management, Cyber Security, Network Monitoring, Internet Protocol version 6 (IPv6) Security, and Ethical Hacking. As part of OPM's continued efforts to close skill gaps and increase Federal employees' access to high quality training and educational resources, OPM and Champlain College entered into an educational alliance in April 2015. The agreement provides discounted tuition to Federal employees. While employees can benefit from a range of educational areas, Champlain College is recognized as a Cybersecurity Center of Academic Excellence, and therefore provides exceptional Cybersecurity educational opportunities for the Federal workforce.

M. Agency IT Training Programs - Sec. 209(b)(2)

The E-Gov Act calls for agencies to establish and operate information technology training programs. The act states that such programs shall have curricula covering a broad range of information technology disciplines corresponding to the specific information technology and information resource management needs of the agency involved; be developed and applied according to rigorous standards; and be designed to maximize efficiency, through the use of self-paced courses, online courses, on-the-job training, and the use of remote instructors, wherever such features can be applied without reducing the effectiveness of the training or negatively impacting academic standards. In no more than 250 words, describe your agency's IT training program, privacy training program, cross-agency development programs, and competencies reviews for IT workforce.

Employees took a wide range of information technology (IT) courses via the OPM Learning Connection (our Learning Management System (LMS)), which makes available over 300 IT-related courses. The total number of completed courses in the IT-related area for FY 2015 was 461. Among these training instances were 217 completions involving the Microsoft Office Suite. Courses involving networking, databases, and programming totaled 189. Security, malicious code prevention, and privacy courses totaled 55. Other courses offered to employees virtually outside the LMS included Maximizing Your Performance using Outlook 2010. All OPM employees completed IT Security Awareness Training. OPM's Project Management Community of Practice conducted several blended learning sessions using the Project Management Body of Knowledge (PMBok) 5th edition content found in Learning Connection. These sessions provide continuous learning credits for Project Management Professional (PMP) recertification, which is particularly important for IT professionals. We also hosted monthly Tech Talks sessions to share knowledge broadly with employees based on current needs. Each

month's Tech Talk either (1) covers a topic that is drawn from analytics of helpdesk inquiries or (2) addresses a significant upcoming or recent change in IT policy, IT processes, or technology. In September 2015, we held an OPM-wide IT Engagement Fair, where employees learned about upcoming changes to IT at OPM, met staff working on a variety of IT initiatives and programs, and had an opportunity to ask their own questions.